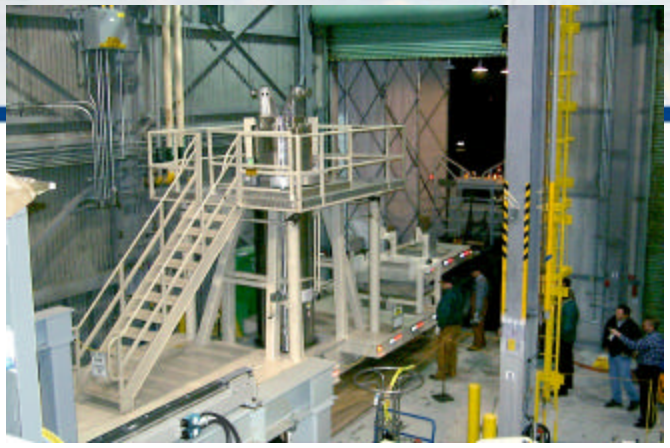


Section A
Executive Summary

INTRODUCTION

This section provides an executive level summary of the performance information covered in this report and is intended to bring to Management's attention that information considered to be most noteworthy. All cost, schedule, milestone commitments, performance measures, and safety data is current as of November 30. Accomplishments, Issues and Integration items are current as of December 21 unless otherwise noted.

The section begins with a description of notable accomplishments that have occurred since the last monthly report and are considered to have made the greatest contribution toward safe, timely, and cost-effective clean up. Following the accomplishment section is an overall fiscal year-to-date summary analysis addressing cost, schedule, and milestone performance. Overviews of safety ensue. The next segment of the Executive Summary, entitled Critical Issues, is designed to identify the high-level challenges to achieving cleanup progress.

The next section includes FY 2001 EM Management Commitment High Visibility Project Milestones and Critical Few Performance Measures.

The Key Integration Activities section follows next, highlighting PHMC activities that cross contractor boundaries and demonstrate the shared value of partnering with other Site entities to accomplish the work. Concluding the Executive Summary, a forward-looking synopsis of Upcoming Planned Key Events is provided.

Note: Milestones tracked and reported in this report consist of two Department of Energy levels. In descending order these levels are 1) Department of Energy-Headquarters (HQ), and 2) Richland Operations (RL). Because it is also useful to distinguish milestones based on specific drivers, the Site applies a designation for those milestones created or tracked to meet the requirements of Enforceable Agreements (EAs). When a milestone satisfies both an EA requirement and a milestone level, it is categorized as both. However, in order to avoid duplicate reporting, this report accounts for each milestone only once. Where an overlap exists between EA and a level (i.e., HQ or RL), the milestone is reported as EA. Additionally, Tri-Party Agreement (TPA) Major and Interim milestones are EA milestones. TPA milestones that are not enforceable are called Target milestones and are included in the TPA/EA milestone tables found in the applicable Project Sections.

NOTABLE ACCOMPLISHMENTS

FIFTH TRU WASTE SHIPMENT TO WIPP COMPLETED

The fifth shipment of Transuranic (TRU) waste to the Waste Isolation Pilot Plant (WIPP) was completed on November 30, 2000. The shipment contained 42 drums of TRU debris waste from the Central Waste Complex (CWC) inventory. As requested by DOE, the next shipment will be scheduled for early spring.

B CELL CLEANOUT CONTINUES

The 324 Building Deactivation Project staff loaded out two steel waste disposal boxes (SWDBs) and one was shipped to compliant storage. Four of the fourteen SWDBs required to complete B Cell cleanout have now been shipped.

SNF READINESS REVIEWS COMPLETED
The DOE Operational Readiness Review (ORR) for the Cold Vacuum Drying (CVD) Facility was successfully completed. The first six Multi-Canister Overpack (MCO) fuel baskets, containing a total of 288 fuel elements, were loaded into the first production MCO while it was underwater in the K West (KW) Basin.

SNF SHIPMENTS FROM THE RIVER CORRIDOR INITIATED
The first shipment of irradiated uranium fuel assemblies was successfully moved from the KW Basin to the CVD Facility on December 7, 2000. Following a successful drying cycle at the CVD Facility, the MCO was transported to the Canister Storage Building (CSB) on December 18, 2000 where it entered long-term safe storage in a carbon steel tube in a below-ground vault. This initiated a Tri-Party Agreement commitment to remove approximately 2,300 tons of spent nuclear fuel from the River Corridor, and subsequently place it in safe long-term storage in the Central Plateau.

PERFORMANCE DATA AND ANALYSIS

The following provides a brief synopsis of overall PHMC Environmental Management (EM) cost, schedule, and milestone performance.

FY 2001 Cost and Schedule Performance

Cost Performance — FY 2001 year-to-date cost performance reflects a three percent ($2.1 million) unfavorable cost variance that is within the established +10/-5 percent threshold. Detailed variance analysis explanations can be found in the Project Sections.

Schedule Performance — There is a FY 2001 year-to-date 7.6 percent ($5.8 million) unfavorable schedule variance that is slightly over the established +10/-7.5 percent threshold. Detailed variance analysis explanations can be found in the Project Sections.

BASELINE PERFORMANCE STATUS
FY 2001 COST / SCHEDULE PERFORMANCE – ALL FUND TYPES
CUMULATIVE TO DATE STATUS ($M)

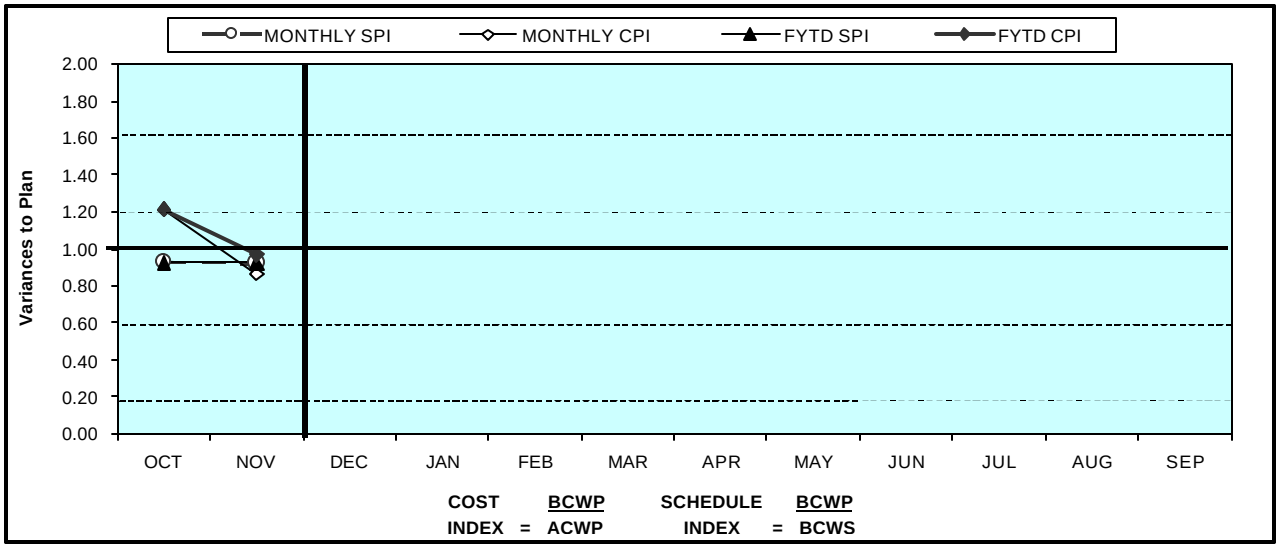
DATA THROUGH NOVEMBER 30, 2000

		PEM	Current Fiscal Year Performance ($ x Million)				
			FYTD			Schedule Variance	Cost Variance
			BCWS	BCWP	ACWP		
The Plateau							
1.2	**Waste Management** TP02,WM03-05	99.4	14.3	14.3	12.6	(0.0)	1.6 *
1.2.4	**Analytical Svcs (222-S,HASP,WSCF)** WM06	32.1	5.1	4.6	4.3	(0.4) *	0.4 *
1.4.5	**Nuclear Materials Stabilization** TP05	106.5	17.2	13.8	14.0	(3.3) *	(0.1) *
	Subtotal The Plateau	**238.0**	**36.5**	**32.7**	**30.9**	**(3.8)**	**1.9 ***
The River							
1.4	**River Corridor** TP01,TP04,TP08,TP10,TP12,TP14	47.8	7.4	5.9	5.1	(1.5)	0.8
1.3	**Spent Nuclear Fuel** WM01	189.8	20.6	20.5	28.3	(0.1)	(7.8)
1.12	**Advanced Reactors (EM)**	1.5	0.3	0.2	0.1	(0.0) *	0.1
	Technology Development (EM-50)	19.7	3.1	2.6	2.2	(0.6) *	0.4
	Subtotal The River	**258.8**	**31.4**	**29.2**	**35.7**	**(2.2)**	**(6.5)**
The Future							
1.9	**HAMMER** HM01	5.6	0.8	0.8	0.8	(0.0)	0.0
	Subtotal The Future	**5.6**	**0.8**	**0.8**	**0.8**	**(0.0)**	**0.0**
Multiple Outcomes							
1.5	**Landlord** TP13	20.3	2.7	2.9	0.7	0.2	2.2
1.8	**Mission Support** OT01	24.1	3.4	3.4	3.4	0.0	0.0
1.11 & WM07	**National Programs** OT02, WM07	3.7	0.5	0.5	0.2	(0.0)	0.3
	Subtotal Multiple Outcomes	**48.1**	**6.6**	**6.9**	**4.4**	**0.3**	**2.5**
	Total PHMC Projects	**550.5**	**75.4**	**69.7**	**71.8**	**(5.8) ***	**(2.1)**

* Rounding

Notes:
Column headings [Budgeted Cost of Work Scheduled (BCWS), Budgeted Cost of Work Performed (BCWP), etc.] are defined in the glossary at the end of the report. Calculations are based on Project Baseline Summary detail. Waste Management, Analytical Services, River Corridor, and Nuclear Materials Stabilization have included RL-Directed costs (e.g. steam and laundry) in the Project Execution Module (PEM) BCWS. Technology Development does not include ORP/RPP TTPs currently reported in the RL Dataset in PEM.

FY 2001 COST / SCHEDULE PERFORMANCE INDICES (MONTHLY AND FYTD)



FY 2001	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
MONTHLY SPI	0.93	0.92										
MONTHLY CPI	1.21	0.86										
FYTD SPI	0.93	0.92										
FYTD CPI	1.21	0.97										
MONTHLY BCWS	$ 29,004	$ 46,415	$ 39,622	$ 49,546	$ 39,657	$ 42,294	$ 43,654	$ 54,733	$ 40,847	$ 41,143	$ 53,221	$ 70,393
MONTHLY BCWP	$ 26,898	$ 42,760										
MONTHLY ACWP	$ 22,181	$ 49,626										
FYTD BCWS	$ 29,004	$ 75,419	$ 115,040	$ 164,586	$ 204,243	$ 246,537	$ 290,191	$ 344,924	$ 385,771	$ 426,914	$ 480,135	$ 550,528
FYTD BCWP	$ 26,898	$ 69,658										
FYTD ACWP	$ 22,181	$ 71,808										

MILESTONE PERFORMANCE

Milestones represent significant events in project execution. They are established to provide a higher level of visibility to critical deliverables and to provide specific status about the accomplishment of these key events. Because of the relative importance of milestones, the ability to track and assess milestone performance provides an effective tool for managing the PHMC EM cleanup mission.

FYTD milestone performance (Enforceable Agreement [EA], U.S. Department of Energy-Headquarters [DOE-HQ], and RL) shows that three milestones were completed on or ahead of schedule and three milestones are overdue. The three overdue milestones are associated with two projects: River Corridor (Section C: 2) and Spent Nuclear Fuel (Section D).

In addition to the FY2001 milestones described above, there is one overdue milestone [Waste Management (Section B: 1)] from FY1999 and one [River Corridor (Section C: 2)] from FY2000. Further details regarding these milestones may be found in the referenced Project Sections.

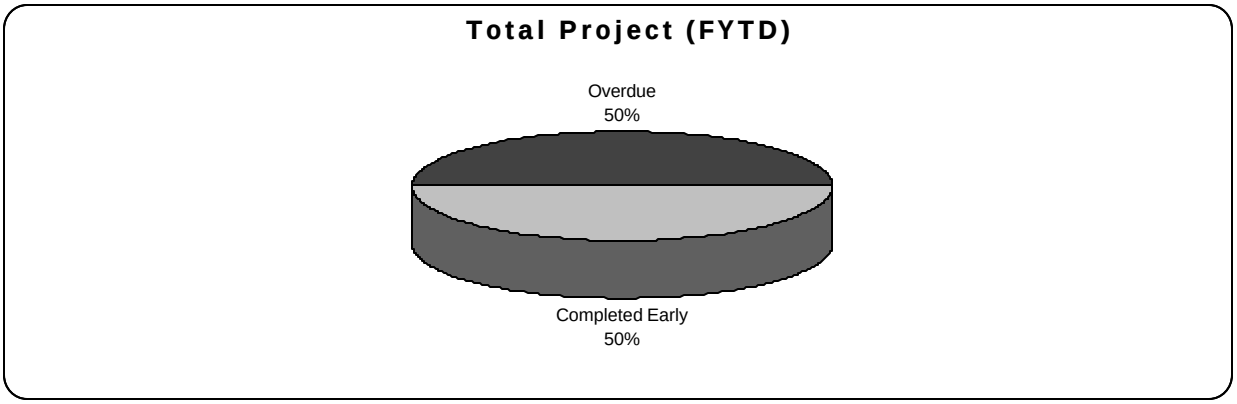
FY 2001 information is depicted graphically below and on the following page. For additional details related to the data in the graphs and prior year milestones, refer to the relevant project section titled “Milestone Exception Report.”

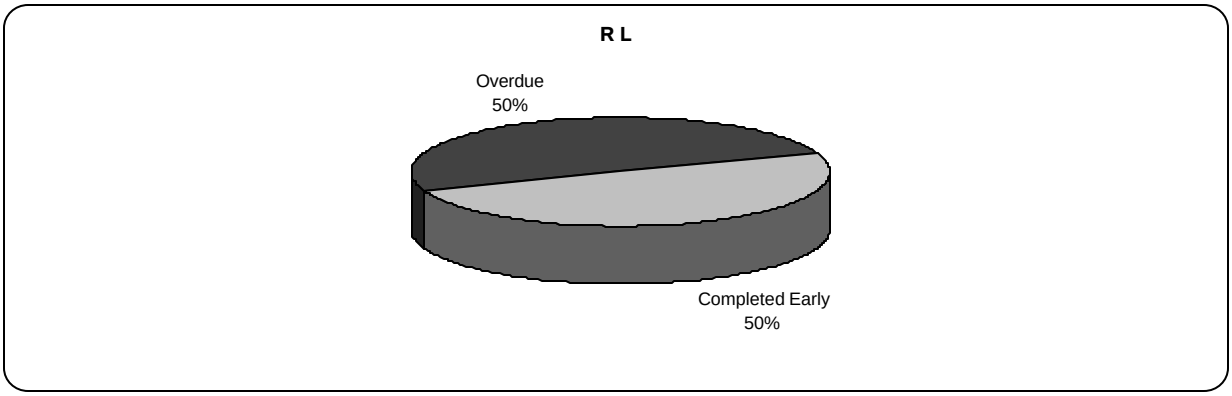
FY 2001 information reflects the Phase 1 MultiYear Work Plans (MYWPs). Changes in both the number and type of milestones from month to month are the result of Baseline Change Requests (BCRs) approved during the year.

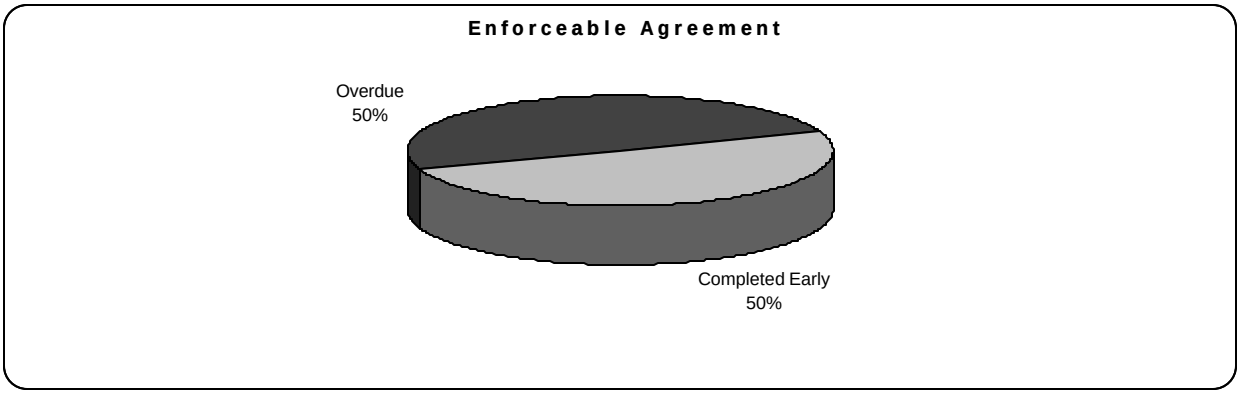
TOTAL ALL HANFORD PROJECTS

MILESTONE ACHIEVEMENT

MILESTONE TYPE	FISCAL YEAR-TO-DATE				REMAINING SCHEDULED			TOTAL FY 2001
	Completed Early	Completed On Schedule	Completed Late	Overdue	Forecast Early	Forecast On Schedule	Forecast Late	
Enforceable Agreement	1	0	0	1	0	5	0	7
DOE-HQ	0	0	0	0	0	2	1	3
RL	2	0	0	2	9	28	1	42
Total Project	3	0	0	3	9	35	2	52

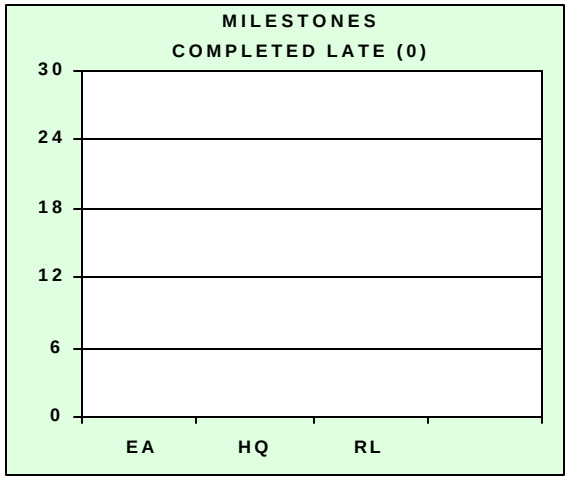


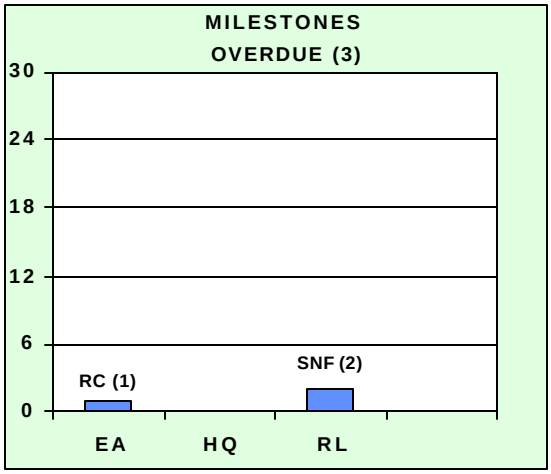




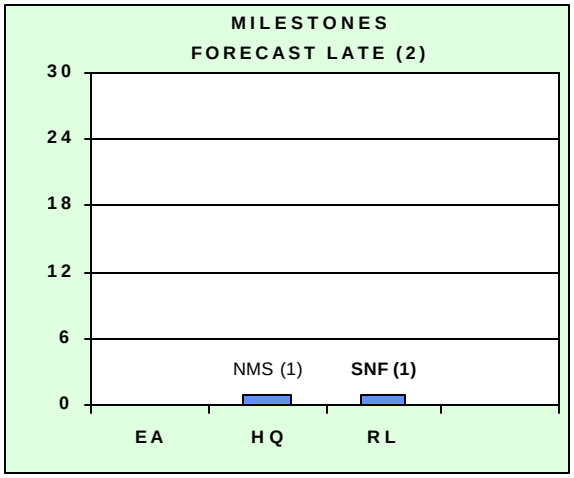
MILESTONE EXCEPTIONS

FISCAL YEAR TO DATE





REMAINING SCHEDULED



These charts provide detail by project and milestone level / type for milestones
- Completed Late
- Overdue
- Forecast Late
- Detailed information can be found in the individual project sections

SAFETY OVERVIEW

The focus of this section is to document trends in occurrences. Improvements in these rates are due to the efforts of the PHMC workforce as they implement the Integrated ES&H Management System (ISMS), work towards achieving Voluntary Protection Program (VPP) "star" status, and accomplish work through Enhanced Work Planning (EWP). Safety and health statistical data is presented in this section.

SIGNIFICANT SAFETY AND HEALTH EVENTS

Fluor Hanford co-sponsored an Integrated Safety Management Lessons Learned Workshop with the theme, Charting the Future of ISM: Sharing Achievements, Successes and Challenges. This Workshop was conducted December 5 - 6, 2000, in Pasco, Washington, and drew upon specific implementing experiences from all segments of the Department. Workshop activities focused on sustaining the momentum achieved in institutionalizing ISM and highlighted the role of the worker in sustaining ISM effectiveness at the activity level.

Project specific control charts for OSHA Recordable Case Rates, Lost Away Workday Case Rates, and DOE Safety Cost Index levels and trends are provided monthly for the senior management Performance Management Meeting. A brief summary of project performance is provided in this report.

The Waste Management Project (WMP) has accumulated 1.6 million safe work hours as of the end of November. The reduction WMP achieved in its OSHA Recordable Case Rate is holding, and this indicator is stable at the revised baseline of 1.8 cases per 200,000 hours.

The Analytical Services Project (ASP) has accumulated over 600,000 safe work hours since December 1999. The ASP OSHA Recordable Case Rate appears to be stable, but at a level well above the 0.9 goal.

The Nuclear Material Stabilization Project (NMSP) is approaching 1.2 million safe work hours since the last new case with days away from work. The NMSP OSHA Recordable Case Rate is stable at a rate less than 1.0.

The River Corridor Project (RCP) has exceeded 1.4 million safe work hours since their last new Lost Away case. A new baseline for the RCP OSHA Recordable Case Rate was established. There have been no new cases in the past three months since the significant increase in the RCP OSHA Recordable Case Rate in the summer of 2000.

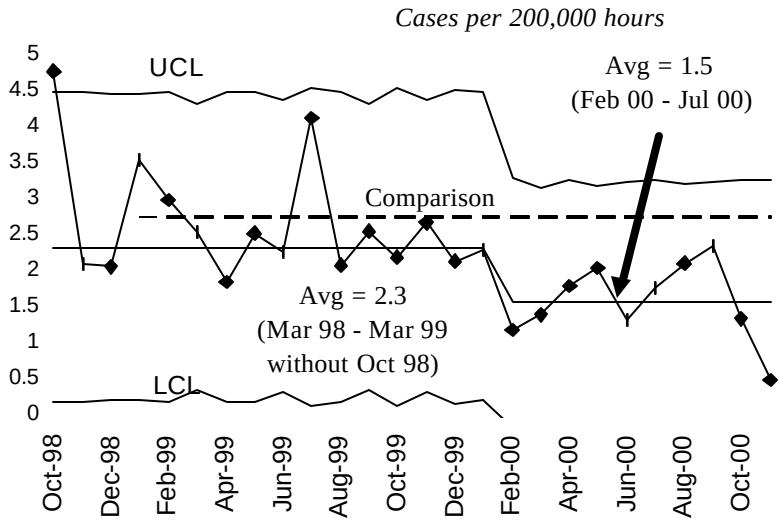
The Spent Nuclear Fuels Project (SNFP) has achieved 2 million safe work hours. The SNFP OSHA Recordable Case Rate had shown signs of improvement, but has since returned to the baseline of 2.5 cases per 200,000 hours, nearly three times the FH goal of 0.9.

The Landlord Project has exceeded one and a quarter million project safe hours.

Due to space constraints, FY 1996 through FY 1998 data are not portrayed on the following graphs.

Total OSHA Recordable Case Rate

Green



FY 2000 = 1.9
FY 2001 to date = 0.9
DOE Complex Contractor Comparison Average = 2.7 (CY99)

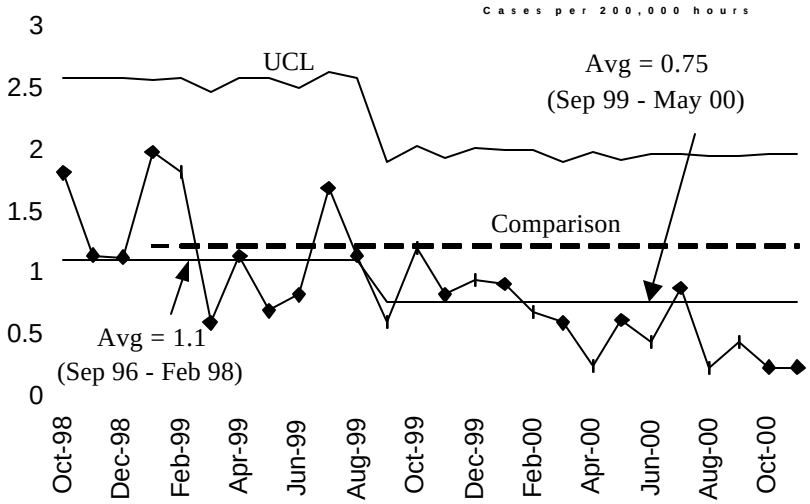
Recent data have been stable within the new 1.5 baseline. The FH Team continues to look for opportunities for injury reduction in the areas of ergonomics and lacerations.

FH implemented a program to target an OSHA Recordable Case Rate of 0.9. The Fluor Global Services goal is 1.0. This is in line with Fluor's corporate value of safety and our commitment to the safe clean-up of the Hanford Site.

A team continues to work on Health Physics Technician ergonomics, focusing upon work practices and equipment. HPT's are the leading source of injuries, and these are primarily ergonomically related. Actions are being taken to address human factors issues with equipment and the aging workforce through the cooperation of the HPT's, their management, ES&H, and HEHF.

OSHA Lost/Restricted Workday Case Rate

Green

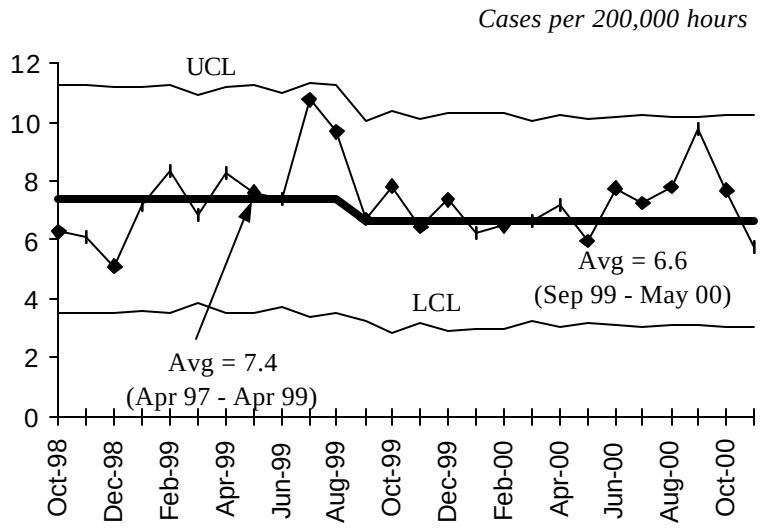


FY 2000 = 0.64
FY 2001 to date = 0.21
DOE Complex Contractor Comparison Average = 1.2 (CY99)
Data continue to be at or below the current baseline average established for September 1999 - May 2000, but is not yet a significant trend. If next month is below average, it will be 10 of 11 months in a row below average, which is significant.

The FH Team has accumulated over 10.9 million safe work hours since mid-December 1999 without any new lost away workday cases.

First Aid Case Rate

Green



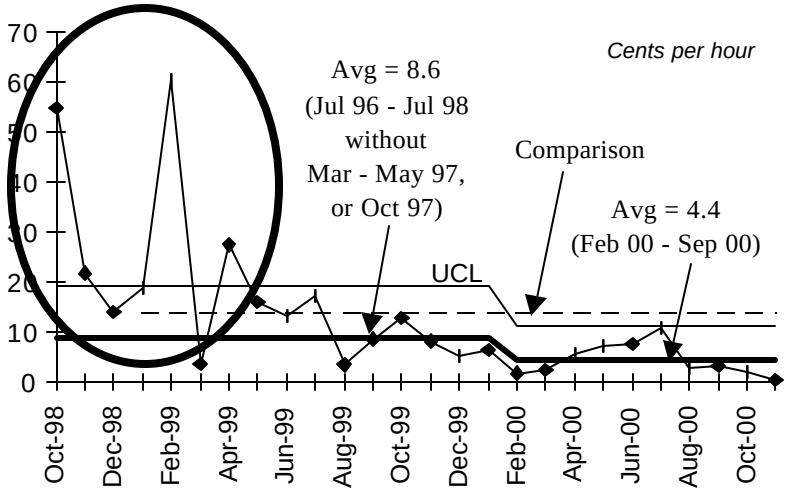
First Aid Rate undergoes seasonal cycles. Increases occur in warmer weather due to insect and animal encounters, and due to wind related minor injuries. First Aid case rate has remained relatively stable, a good indicator that injuries are not being under-reported.

There was a nearly significant increase in September 2000, but the increase appears to be primarily related to summer increases in insect and wind hazards. Past activities to increase awareness of wind hazards and actions to control insects and animals appear to be having an effect.

The hazard of receiving wind-borne debris in eyes when working outdoors has considerably increased due to the bare, exposed sand left by the Hanford wildfire.

DOE Safety Cost Index

Green



FY 2000 = 6.1
FY 2001 to date = 1.2
Contractor Comparison Average = 13.9 (CY99)
This indicator has had new average and control limits calculated reflecting recent significant decreases in the cost index. This decrease is primarily related to the reduction in Lost Away workday injuries.
Past data continue to be corrected as further days accumulate on any work restrictions or lost days.

CRITICAL ISSUES

- **INABILITY TO MEET TPA MILESTONE ON B CELL CLEANUP**
  The schedule for completing B Cell cleanup was impacted primarily due to technical/mechanical issues (high-dose SWDBs, 30-ton crane and 3-ton crane repairs, and Safety Analysis Report revision) and needed operational improvements, as well as a reduction in the amount of overtime previously planned in the baseline schedule. FH, in concert with RL and Ecology, has prepared a recovery schedule that factors in the lost schedule and also

predicts future schedule impacts. See the River Corridor Project Section C: 2 for more information.

EM MANAGEMENT COMMITMENT MILESTONES

EM Management Commitment Milestones are currently being negotiated and will be re ported when approved.

CRITICAL FEW PERFORMANCE INCENTIVES

The following table portrays the incentives contained in the new contract extension, and are not reflected in all the Project Sections of this report. Reporting relating to the revised incentives for all Projects will begin with the next report.

Performance Measure	Data Through December 2000
Spent Nuclear Fuel:	
Measure – Transfer K-Basin Facility to River Corridor Contractor Remove spent fuel by July 31, 2004	Green
300 Area Cleanup:	
Measure – Accelerate 300 Area cleanup	Green
Measure – Support River Corridor Project contract transition	Green
200 Area Facility Disposition:	
Measure – Disposition surplus buildings and rolling stock	Green
Waste Management:	
Measure – Treat and Dispose MLLW	Green
Measure – Certify TRU waste and ship to WIPP	Green
Measure – Complete physical activities necessary to store K-Basins sludge at T-Plant	Green
Measure – Complete contractor readiness assessment (T-Plant)	Green
Measure – Prepare T-Plant to support M-91 activities	Green
Plutonium Stabilization:	
Measure – Pu metal/oxides/other types dispositioned All Pu bearing materials stabilized by May 31, 2004	Green
Measure – PFP Deactivation	Green

Yellows noted above are behind schedule but recoverable. Red is either missed or unrecoverable.

KEY INTEGRATION ACTIVITIES

The following are the key technical integration activities that are currently underway and cross project/contractor lines. These activities are being addressed by inter-discipline and inter-project groups and demonstrate that Hanford Site contractors are working together to accomplish the EM Clean up mission.

- Waste Management (WM) continues working with RL, DOE-HQ and other Sites to develop and define Hanford's role in disposing of waste from other sites.

- Analytical Services continues to support ORP efforts to establish required analytical support for Waste Treatment Plant (WTP) design and operation.

- Techniques for improving the precipitate processing are being worked jointly by staff members of the Plutonium Process Support Laboratories and Pacific Northwest National Laboratory. A meeting has been held with PNNL to select the characterization and material pretreatment methods to remove chlorides prior to processing.

- Through involvement with the National Facility Deactivation Initiative, Hanford, Rocky Flats, and Savannah River submitted a joint proposal focused on deployment of large equipment size reduction systems. DOE-HQ/EM-50 plans to announce the selection of the winning proposals by the end of December 2000.

- Spent nuclear fuel (SNF) final disposition interface activities, including Office of Civilian Radioactive Waste Management (OCRWM) Quality Assurance (QA) Program implementation, is ongoing with the National SNF Program.

- The SNF Project and Waste Management Project continued preparations for K Basins' sludge removal and Shippingport (PA) Pressurized Water Reactor Core 2 SNF removal.

UPCOMING PLANNED KEY EVENTS

The following key events are extracted from the authorized baseline and are currently expected to be accomplished during the next several months. Most are Enforceable Agreement (EA), HQ or DNFSB Milestones.

Waste Management:

- Accelerate Readiness at T Plant to Receive and Store Spent Nuclear Fuel K Basin Sludge -
    - Complete procedures, training, and Operations Readiness Review (ORR) by June 2001.
    - Complete entire deck clearing in FY 2001.
    - Complete safety basis documentation and long lead procurements in FY 2001.
    - Install handling, drying and loading equipment in FY 2001.

Nuclear Materials Stabilization:

- Receive delivery of the 2736-ZB BTS and Outer Can Welder (OCW) during the second quarter of FY 2001.
- Complete repackaging of Pu metal inventory (inner cans) by March 31, 2001.
- Complete modifications to one vault cubicle by April 2, 2001.
- Complete repackaging and shipping of Rocky Flats Ash to the Central Waste Complex (CWC) by April 30, 2001.
- Initiate polycube stabilization in third quarter of FY 2001.
- Complete stabilization of plutonium alloys by June 30, 2001.

River Corridor Project:

- Complete Facility Evaluation Board review during first quarter of FY 2001.
- Implement technical update of 324 Authorization Basis (Safety Analysis Report) by January, 2001 and implement technical update of 327 Authorization Basis (Basis of Interim Operation) by May, 2001.
- Complete Removal of 324 Building Radiochemical Engineering Cell (REC) B Cell Mixed Waste (MW) and Equipment by March 30, 2001.
- Begin 224-T facility initial entry and characterization by early March 2001.
- Complete shipment of approximately 235 metric tons of excess uranium billets and approximately 5 metric tons of uranium dioxide to the DOE Portsmouth site in Ohio by March 31, 2001 and disposition approximately 140 metric tons of surface contaminated uranium fuel by June 30, 2001.
- Complete shipment of B Cell mixed and low-level waste to the 200 Areas by July 31, 2001.

Spent Nuclear Fuels:

- Submit Tri-Party Agreement (TPA) Change Request for Milestone M-34-06-T01 "Initiate K West Basin spent nuclear fuel canister cleaning operations" December 2000. Change request submitted and denied; new forecast date for completion of the milestone is August 31, 2001.
- Complete KE Basin Integrated Water Treatment System definitive design in April 2001.
- Submit Annual Debris Report to Department of Ecology/Environmental Protection Agency (EPA) in May 2001.
- Continue receipt of MCO shipments through FY 2001.

Landlord

- Complete Project L-309, "Replace Main Water Lines" by January 2001.
- Complete installation of a chlorine containment system for Project L-303, "200 West Area Chlorine Mitigation" by January 31, 2001.